



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, 130<sup>th</sup> ENGINEER BRIGADE**  
**UNIT 20193 BOX 0044**  
**APO AE 09165-0044**

AETV-EB-CDR

13 June 2002

**MEMORANDUM FOR 130<sup>TH</sup> ENGINEER BRIGADE**

**SUBJECT: Brigade Policy Letter #1: Command Philosophy**

1. **MY PHILOSOPHY:** Our people are precious...people want to be part of a winning team...positive command climate and caring leaders are the key to building winning teams...always do your best and what's right...treat all with dignity and respect...life is short – so enjoy it, live each day to the fullest, and have fun!

a. I am not a micro-manager... I'll give you a mission, intent, and desired end-state; then let you figure out the specifics of how best to do it...I am confident you will amaze me with your good ideas, creativity and innovation.

b. It's a privilege, honor and blessing to lead and command this outstanding team...there's nowhere I'd rather be.

2. **OUR VISION:** The Army's best soldiers and leaders...trained and ready to deploy, fight, win...expert at their jobs and the basics...inspired, motivated and fired up...winning spirit, pride, initiative and teamwork...doing the right thing in caring for people, training, and maintenance...helping the maneuver commander and V Corps win.

(And...after leaving this unit, people believe that, "Serving in the 130<sup>th</sup> was great...I became a better person, soldier, and leader...I grew to my full potential, and made life-long friends...People took good care of one another...I'd recommend this unit to a friend, son or daughter, and would serve in the 130<sup>th</sup> again.")

3. **PURPOSE:** We must be TRAINED and READY to deploy, fight, win, and re-deploy safely...we exist to provide expert and timely engineer support, in order to help V Corps win...BE COMBAT READY!

4. **PRIORITIES:** Our three top priorities must be:

a. **PEOPLE:** know and care for your flock...treat with dignity and respect...welcome newcomers...inspire and help people grow to their full potential...communication, coaching and counseling are key...squad huddles...high standards and tough training...FRG's...say "thanks"...NCOERs/OERs...awards...farewells...systems/standards/SAFETY.

b. **TRAINING:** focus on and master THE BASICS of discipline, fitness, weapons, maintenance, and technical and tactical tasks at the individual through platoon level..."bread and butter" core battlefield tasks...AAR and learn from everything...8-Step Training Model...SGT's Time Training...troop leading procedures...as we train soldiers for today's missions, we must grow leaders for the future...tough, realistic, combat-focused...systems/standards/ SAFETY...be T-1.

c. **MAINTENANCE** of equipment and facilities is absolutely critical and must be done to standard...drivers training and licensing...quality PMCS and services...Class IX management...command supply discipline...the war on excess...financial management...systems/standards/ SAFETY...be R-1.

5. EXPECTATIONS:

- a. Know and do your job...do your best...get better every day...qualify with and know your weapon(s). Fire Expert!
- b. Be fit: mentally, physically and spiritually...pass your APFT and strive for the max!
- c. Do what's right, legally and morally, in all situations...even when no one is watching.
- d. Treat others with respect and dignity...every person should be inspired to reach their full potential.
- e. Don't do anything that brings discredit on yourself, the unit, or your family.
- f. Be a team player and don't complain...if you see something you think we're doing wrong, or believe you know a better way, tell us how you would do it if YOU were in charge.
- g. Maintain situational understanding and force protection...be alert and informed.
- h. Communicate up, down and laterally...inform the chain of command...bad news only gets worse...no surprises.
- i. Do routine things routinely and to standard...systems/standards/SAFETY.

6. TRUST, EMPOWERMENT & INITIATIVE: I trust you and expect you to take the initiative, lead, and make good decisions, based on mission-type orders and higher commander's intent two levels up... I empower you and grant permission for you to take appropriate action as you see fit in accordance with our mission and my intent. If in doubt, ask yourself the following 3 questions about the decision you are considering: (1) *Is it in the best interests of our people, the unit and the mission?* (2) *Is it legally and morally right?* (3) *Am I willing to stand up and be accountable for my decision?* If you answer "Yes" to all 3, don't ask for permission...You already have it...Just do it!

7. MISTAKES: good people sometimes make honest mistakes...AAR them, learn, and get better...Share the lessons, so we all get smarter...We are a "learning organization" and believe that mistakes are a natural part of growing and improving.

8. BALANCE: work and play; professional and personal/family; present and future...Take time to re-charge your batteries.

9. ATTITUDE: be positive, enthusiastic and proactive...adopt an "attitude of gratitude." Enjoy life and live it to the fullest!

10. SAPPERS IN!



GREGG F. MARTIN  
COL, EN  
Commanding

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